Ontario

Business Development Resources:

a business guide for Ontario's environment industry

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November, 1998

About this Guidebook

This guidebook is a collection of resources for companies in the environment industry compiled by staff in the Green Industry Office of the Ontario Ministry of the Environment. The purpose of the guide is to provide a comprehensive package that outlines key business support and technology development organizations providing programs and services to entrepreneurs and small businesses in the environment sector. The Green Industry Office receives numerous business inquiries from entrepreneurs as well as established companies in this sector who need access to resources that will assist them in business planning and development and provide information. The guidebook is an element of the Green Industry Office's ongoing commitment to provide "one-window" access to information for the Ontario environment industry.

The guidebook will be an evolving document that will be updated as required. If you are aware of an organization that could be added to the listings, please fax in the information sheet on the last page of this document. The Green Industry Office will use this information to update future editions of the guidebook.

For current eligibility criteria regarding any funding programs described herein, please consult directly with the contact provided.

The quick reference table on the following pages identifies organizations by resource type. An index of all resources is found at the back of this publication, listed by program name, company name or government department.

For further information about the Green Industry Office and how it can help your environmental business, please call (416) 314-7898. For general information about the Ontario Ministry of the Environment, please call 1-800-565-4923 (toll free) or (416) 325-4000, or visit us on the Internet at www.ene.gov.on.ca.

The Ministry of the Environment does not assure or guarantee the accuracy or completeness of the information contained in this resource guide.

Ce document est aussi disponible en français.

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LEGEND

$ Government Funding, Private Sector Financing, Venture Capital Contacts, Tax Credits.

Advisory Services: Legal, Business Planning, Technology Development.

Market Intelligence, Electronic or Online Information, Technology Transfer, Regulatory Information.

Networking, Contacts, Referrals, Strategic Alliances.

Digital information / databases, Internet and Desktop Resources.

	$				
SECTION 1 — Business Planning & Development					
Business Development Bank of Canada (BDC)	✓	✓		✓	
Business Self-Help Offices – Ont. Min. of Economic Development, Trade and Tourism		✓	✓		✓
Canadian Association of Business Incubators (CABI)		✓	✓	✓	
Canadian Environment Industry Association – Ontario (CEIA Ontario)		✓	✓	✓	
Contact! The Canadian Management Network:		✓	✓	✓	✓
Economic Developers Council of Ontario (EDCO) Inc.		✓	✓	✓	
Elliot Lake and North Shore Corporation for Business Development (ELNOS)	✓	✓	✓	✓	
Federal Economic Development Initiative in Northern Ontario (FEDNOR)	✓	✓	✓	✓	
Northwest Enterprise Centre (NEC) – Confederation College		✓	✓	✓	✓
Ontario Association of Community Development Corporations Inc.	✓	✓	✓	✓	
Ontario Centre for Environmental Technology Advancement (OCETA)		✓	✓	✓	✓
Richmond Hill Business Services & Incubator Centre		✓		✓	✓
University Management Consulting Services		✓	✓		
Vaughan Technology Enterprise Centre		✓	✓	✓	
York Technology Association		✓		✓	
SECTION 2 — Technology Commercialization					
Approvals Information – Ontario Ministry of the Environment (MOE)		✓	✓		
The Canada Institute for Scientific and Technical Information (CISTI)		✓	✓	✓	✓
Canadian Innovation Centre		✓	✓	✓	
Canadian Intellectual Property Office (CIPO) – Industry Canada		✓	✓	✓	
The Canadian Technology Network		✓	✓	✓	✓
Great Lakes 2000 Cleanup Fund – Environment Canada	✓				
Industrial Research Assistance Program (IRAP) National Research Council	✓	✓	✓	✓	
Mine Environment Neutral Drainage Program (MEND)	✓	✓			
Natural Sciences and Engineering Research Council of Canada (NSERC)	✓	✓			
New Environmental Technologies Evaluation Program (NETE) – (MOE)		✓	✓		
Ontario Business-Research Institute Tax Credit (OBRITC)	✓				
Ontario Centre for Environmental Technology Advancement (OCETA)		✓	✓	✓	✓
Ontario Innovation Tax Credit-Ont. Min. of Finance	✓				
ORTECH Corporation		✓	✓	✓	
Research & Development Super Allowance – Ontario Ministry of Finance	✓				
Scientific Research and Experimental Development (SR&ED) Tax Incentive Program	✓				
Technology Partnerships Canada – Industry Canada (TPC)	✓				
ViaTech		✓	✓	✓	

	$				
SECTION 3 — Financing					
Business Development Bank of Canada (BDC)	✓	✓		✓	
Business Improvement Loan (BIL)	✓				
Canada's Technology Triangle Accelerator Network (CTTAN)	✓	✓		✓	
Canadian Bankers Association (CBA)		✓	✓	✓	
Canadian Venture Capital Association (CVCA)	✓				
Capital Alliance Ventures Inc.	✓				
EnviroCapital	✓				
Environmental R&D Capital Corporation (ER&D)	✓				
Toronto Venture Group (TVG)	✓	✓	✓	✓	
Venture Forum Niagara	✓	✓	✓	✓	
SECTION 4 — Export Assistance					
Canadian Commercial Corporation (CCC)	✓	✓	✓		
The Canadian International Development Agency (CIDA)	✓	✓	✓	✓	
Department of Foreign Affairs and International Trade (DFAIT)		✓	✓	✓	
Export Development Corporation (EDC)	✓	✓	✓	✓	
Industry Canada		✓	✓	✓	
International Business Opportunity Centre (IBOC)			✓	✓	
NORTHSTAR Trade Finance Inc.	✓				
Ontario International Trade Corporation (OITC)		✓	✓	✓	
Program for Export Market Development (PEMD) – DFAIT	✓	✓	✓	✓	
World Information Network for Exports (WIN Exports)	✓	✓	✓	✓	
SECTION 5 — General Business Resources					
Alliance of Manufacturers & Exporters Canada			✓	✓	
Canada-Ontario Business Call Centre			✓		
Citizen's Inquiry Bureau, Public Access Services Branch – Government of Ontario			✓		
The Environmental Industry Virtual Office – Ontario			✓	✓	✓
The Green Industry Office (GIO) – Ontario Ministry of the Environment (MOE)		✓	✓	✓	
Ontario Waste Materials Exchange			✓	✓	
Reference Canada Telecentre			✓		
Strategis – Industry Canada		✓	✓		✓
Statistics Canada					✓

SECTION

1

Business Planning and Development

This section contains resources for early stage business development and business planning.

Business Development Bank of Canada (BDC)

The BDC is dedicated to helping create and develop Canadian small and medium-sized businesses. As a federal Crown Corporation, the BDC provides specialized financial and management services, with a particular focus on the emerging and exporting sectors of the economy. The BDC's range of "Just-in-Time Development Capital" complements products available from other institutions. Financing instruments include the Micro Business Program, term loans, Working Capital for Growth, Patient Capital loans, Venture Loans and venture capital.

The BDC also offers management services, including a wide range of business counselling, training and mentoring services for new and expanding businesses, exporters, women, young entrepreneurs, Aboriginals and businesses seeking ISO registration.

Contact:
For the BDC Office in your area call
Tel: 1-888-INFO-BDC (1-888-463-6232)
Fax: 1-877-329-9232
Email: bus-service-center@bdc.x400.gc.ca
Internet: www.bdc.ca

Business Self-Help Offices & Small Business Enterprise Centres : Ontario Ministry of Economic Development, Trade and Tourism

The Ministry of Economic Development, Trade, and Tourism, in partnership with municipalities and the private sector, has Business Self-Help Offices and Small Business Enterprise Centres staffed by experienced general business consultants in communities across Ontario. The Ministry of Northern Development and Mines co-ordinates the offices in Northern Ontario.

Services and resources at the Business Self-Help Offices are geared to new entrepreneurs and to starting a small business. The Enterprise Centres assist business owners and managers through the early growth years and business expansion. Each office offers services, from developing marketing plans to record-keeping and financing options. They also provide many business publications that cover everything from preparing a business plan to financial assistance programs.

Self-Help Offices and Small Business Enterprise Centres can help businesses in a variety of ways, including:

- ✓ guidance on licenses, permits, registration and other documents;
- ✓ trade directories and market information;
- ✓ information on financing to start or expand a small business;
- ✓ delivery of business seminars and workshops;direct one-on-one consultations concerning small business management;
- ✓ review and critique of business plans.

Contact* the nearest Business Self-Help Office in your area through your local municipality (municipal telephone listings can be found in the Blue Pages of the telephone directory) *or call:
Canada-Ontario Business Call Centre Toronto Area: 416-954-4636 or
Toll Free: 1-800-567-2345
FaxBack Services: Toronto Area: 416-954-8555 or Toll Free: 1-800-240-4192
Email: cobcc@cbsc.ic.gc.ca Web Site: http://reliant.ic.gc.ca/english/ontario/ont.html.

Canadian Association of Business Incubators (CABI)

CABI is a national organization dedicated to creating employment and economic activity by supporting new enterprises through the business incubation industry. There are three business incubators in Ontario (see listing below).

Most business incubators offer entrepreneurs or small business owners/operators the physical facilities (e.g., office and manufacturing space) needed to run a new business during the critical first years. Shared business services and facilities often include receptionist and secretarial support, photocopier, fax, audio visual equipment, computer equipment and meeting rooms.

Business incubators also offer business advice through mentoring and/or consulting support, seminars, workshops and skills training.

Contact:
Greater Hamilton Technology Enterprise Centre
7 Innovation Drive, Suite 10, Hamilton, ON, L9J 1K
Tel: 905-689-2400
Fax: 905-689-2200

Toronto Business Development Centre
1071 King Street West, Suite 113, Toronto, Ontario M6K 3K2
Tel: (416) 345-9437
Fax: (416) 345-9044

London Community Small Business Centre
1764 Oxford Street East, London, ON N5V 3R6
Tel: (519) 659-2882
Fax: (519) 659-6444

Canadian Environment Industry Association – Ontario (CEIA Ontario)

The Canadian Environmental Industry Association- Ontario (CEIA Ontario), is a non-profit trade association dedicated to promoting the growth of environment business in Ontario. Founded in 1991, CEIA Ontario represents more than 200 member companies from the environment industry. Members represent all facets of the environment industry, ranging from technology development and manufacturing, to consulting, engineering, and financial services. CEIA Ontario is part of a network of nine other provincial offices across Canada, with a national office in Ottawa. Membership benefits are open to all organizations having a direct or indirect interest in the environment industry.

Contact:
Hanadie Chebib, Project Manager
23 Lesmill Road, Suite 102
Don Mills, Ontario, M3B 3P6
Tel: 416- 447-2456
Fax: 416-447-5828
Email: hchebib@ceia.on.ca
Internet: www.ceia.on.ca

Contact! The Canadian Management Network

Contact! is based on the Internet and is a source of Canadian contacts for business management advice, skills development software tools, services, and useful management publications. Contact! hosts on-line discussion forums where you can ask and answer questions, and develop business partnerships. Contact! contains a directory of the organizations and individuals in Canada who can help you manage and develop your business. Contact! also has how-to-guides, small business articles, management software tools, educational software, diagnostic tools, audio-visual tools, and on-line question and answer forums.

Contact:
Internet: http://strategis.ic.gc.ca/contact

Economic Developers Council of Ontario (EDCO) Inc.

EDCO is an independent, non-profit, incorporated association of persons engaged in economic development. A number of EDCO's members work in municipal/regional economic development offices which provide assistance to local small businesses. The resources and services provided include: strategic alliance development, export development through joint venture opportunities, reference materials, small business publications, business directories, demographic and statistical information, seminars and Internet access.

Contact:
Heather Currie, Executive Director, EDCO
1730 Alguire Street, Cornwall, Ontario K6J 3N4
Tel: 613-932-3897
Fax: 613-932-8317
Email: edco@sympatico.ca

Elliot Lake and North Shore Corporation for Business Development (ELNOS)

ELNOS is a business development corporation that provides assistance and resources to small and medium sized businesses with a genuine commercial interest in establishing operations within the ELNOS Region. The ELNOS region includes the Town of Blind River, the City of Elliot Lake, Serpent River First Nation and the Townships of the North Shore and Shedden.

Select clients are offered a number of services to assist them in their efforts to establish a successful new business venture in the ELNOS Region. ELNOS can also provide up to $2 million in financing with terms and conditions to suit the specific needs of an individual business.

For more information, please contact the ELNOS office at:
ELNOS Telecommunications Centre
31 Nova Scotia Walk 3rd Floor, Elliot Lake, Ontario P5A 1Y9
Tel: 1-800-256-7299
Fax: 1-705-848-1539

Federal Economic Development Initiative in Northern Ontario (FEDNOR)

FedNor is the Federal Economic Development Agency in Northern Ontario. FedNor programs and services address some of the structural, sectoral and community economic development challenges facing the north. They are designed to help improve small business access to capital, information and markets, and to support the development of strong community partnerships.

New business financing opportunities are available in Northern Ontario thanks to partnership agreements between FedNor and financial institutions, as well as, FedNor contributions to the local investment funds administered by northern Community Futures Development Corporations (CFDC's):

- ✓ Financing Program for Innovative Small and Medium-Sized Businesses in Northern Ontario: Royal Bank of Canada
- ✓ Northern Ontario Business Development Loan Fund: Business Development Bank of Canada (BDC)
- ✓ Financing Program for Norther Ontario Small and Medium-Sized Businesses: Caisses Populaires
- ✓ Not-For-Profit Fund
- ✓ Tourism Fund
- ✓ Northern Ontario Economic Development Fund
- ✓ Pre-Commercial Fund
- ✓ Community Futures Development Corporations provide business counselling; investment; self-employment assistance; Community economic development projects; business planning initiatives; FedNor special initiatives.

FedNor Addresses regional challenges, builds on regional strengths, and works with northerners to help them capitalize on emerging economic development and diversification opportunities.

Contact:
For more information on FedNor funding initiatives please contact the nearest FedNor office at the numbers listed below:

Sudbury:
Tel: (705) 671-0711 or
1-877-333-6673

Sault Ste. Marie:
(705) 942-1327 or
1-800-461-6021

Thunder Bay:
(807) 626-1800 or
1-800-465-6870

Northwest Enterprise Centre (NEC) – Confederation College

Established to help small business survive and grow in North-Western Ontario, NEC provides the following innovative training programs and resources:

- ✓ business start-up training;
- ✓ small business development training;
- ✓ sector specific training;
- ✓ trade training;
- ✓ business consulting services.

Contact:
Glenn Burton, General Manager
Confederation College
Box 398, Thunder Bay, ON, P7C 4W1
Tel: 807-475-6392
Fax: 807-623-7250
Email: burton@confederationc.on.ca

Ontario Association of Community Development Corporations Inc.

Community Futures Development Corporations (CFDCs) are usually registered, non-profit provincial corporations funded through the Community Futures Program of Industry Canada. Their primary objective is to encourage economic development and create job opportunities

CFDCs offer loans of up to $125,000 to businesses at reasonable rates when conventional financing is not available, and offer small business counselling services: preparation of business plans, financial management services, information resource centres, workshops and seminars. Some CFDCs provide office space and administrative support services for new business start-ups.

Contact:
Your local municipal office will direct you to a CFDC office in your community.

Diana Jedig, Executive Director
12 Barrie Blvd.
St. Thomas, ON, N5P 4B9
Tel: 519-633-2326
Fax: 519 633-3563
Email:oacdcdj@elgin.net
Web Site: www.mwdesign.net/oacde.html

Ontario Centre for Environmental Technology Advancement (OCETA)

OCETA is a private sector, not-for-profit corporation committed to helping small and medium sized enterprises overcome the barriers involved in the commercialization of new environmental technologies. OCETA offers a full range of technical and business assistance for the commercialization of technology to clients who range from individual entrepreneurs to corporations. Services include market analysis and strategy development, business planning, financial brokerage and technical demonstration assistance. OCETA's new services include the ETV Program (third party verification of environmental technology performance claims), and the Ontario Waste Materials Exchange (a program designed to facilitate the reuse and recycling of industrial waste materials).

Contact:
Head Office (Toronto)
63 Polson Street, 2nd Floor
Toronto, ON, M5A 1A4
Tel: 416-778-5264
Fax: 416-778-5624
Email: oceta@oceta.on.ca

Hamilton Office
7 Innovation Drive
Flamborough,ON, L9H 7H9
Tel: 905-689-5056
Fax: 905-689-2200
Email: asilver@oceta.on.ca

Ottawa Office
360 Albert Street, Suite 1720
Ottawa, ON K1R 1A4
Tel: 613-237-0401
Fax: 613-236-9469
Email:dcasson@oceta.on.ca

Kitchener-Waterloo/CTT
150 Frederick Street,Suite 437
Kitchener, ON, N2G 4J3
Tel: 519-575-4786
Fax: 519-575-4787
Email:dbeynon@oceta.on.ca

Internet: www.oceta.on.ca

Richmond Hill Business Services & Incubator Centre

The Richmond Hill Business Services & Incubator Centre provides easy access to business services and resources related to business start up and business expansion in York Region. The Centre provides consulting, office services, and resources in areas such as business registration, marketing, sales, accounting, legal, and investment issues. Some of the services provided include:

- ✓ Introductory Business Start Up Workshops
- ✓ Business Plan Workshops
- ✓ On-site one-on-one Consulting Services
- ✓ Introductory Computer Workshops
- ✓ Internet Workshops
- ✓ Computer Lab Access
- ✓ The Resource Centre
- ✓ The Mentoring Program
- ✓ The Monthly Evening Network Program
- ✓ Consulting as a Career Option Program
- ✓ Virtual Office & Meeting Room Tenancy

Services are available on a fee for service basis.

Contact:
Richmond Hill Business Services and Incubator Centre
24 Wright Street
Richmond Hill, ON
Tel: 905-770-5211
Fax: 905-737-2755

University Management Consulting Services

Many universities in Ontario provide small and medium-sized businesses with affordable management consulting services. The consultants are either undergraduate or graduate Business Administration students. They usually offer a free initial meeting to review and assess your business needs. Their services typically include the following: marketing management (e.g., marketing plans, market surveys, market analysis, promotional strategies), financial management (e.g., financial plans, cash flow analysis) and business start-ups and planning (e.g., business plans, start-up strategies, strategies for growth).

Contact:
Your local university or one of the following services:

Impact Consulting Group
University of Toronto
105 St. George Street, Suite 212
Toronto, ON
M5S 2E8
Tel: 416-978-4343
Fax: 416-978-5433
Email: impact@fmgmt.mgmt.utoronto.ca

Ivey Business Consulting Group
University of Western Ontario
1151 Richmond Street North
London, ON, N6A 3K7
Tel: 519-661-3717
Fax: 519-661-3485
Email: ibcg@ivey.uwo.ca

York Consulting Group
York University
Shulick School of Business
4700 Keele Street, Room 280, SSB
North York, ON, M3J 1P3
Tel: 416-736-5069
Fax: 416-736-5772
Email: ycg@yorku.ca

Management Consulting Service
Lakehead University
955 Oliver Road
Thunder Bay, ON, P7B 5E1
Tel: 807-343-8660
Fax: 807-346-7732
Email: sbusi@foba.lakeheadu.ca

Ryerson Business Consulting Services
285 Victoria Street, Suite 601
Toronto, ON, M5B 1E8
Tel: 416-979-5059
Fax: 416-979-5266
Email: rbcs@acs.ryerson.ca

Vaughan Technology Enterprise Centre

The Vaughan Technology Enterprise Centre is a not-for-profit entrepreneurial and business development centre. The Centre provides both government supported and fee based programs and services for new and existing businesses.

Since its inception in 1995, VaughanTEC has flourished into a full service business centre which offers a full range of business support including entrepreneurial development, one-on-one business consulting, business and computer workshops, review of business plans, lawyer/ accountant referral service, guidance on licences, permits, registration, regulations, other forms and documents required to start and build a business and import/export information.

Contact:
Vaughan Technology Enterprise Centre
3300 Highway No. 7, Suite 809
Concord, ON
L4K 4M3
Tel: (905) 738-7211
Fax: (905) 738-8625

York Technology Association

The mission of the York Technology Association (YTA) is to foster a networking and learning environment conducive to the growth and success of all technology stakeholders and to take action, on behalf of its members, on issues that are important to the technology industry. The YTA offers a monthly luncheon program featuring keynote speakers who share their experience in building successful technology companies and partnerships. YTA also produces a range of targeted events and roundtables where participants discuss and take action on vital issues such as access to capital, structuring partnerships, and human resource issues.

Contact:
Liz Bowell, Administrative Director
York Technology Association
P.O. Box 71572, Aurora, ON, L4G 6S9
Tel: 905-841-4422
Fax: 905-841-4453
E-mail: liz@yorktech.ca
Web Site: www.yorktech.ca

SECTION 2

Technology Commercialization

This section contains resources to facilitate the commercialization of new technology.

Approvals Information – Ontario Ministry of the Environment (MOE)

The MOE Approvals Branch, together with the Ministry's Regional and District Offices, processes applications for air, water, municipal and industrial wastewater facilities, pesticide licences, sites and systems, and permits to take water. The responsibility for obtaining approval lies with the proponent/company. The application process involves a detailed technical review of the proposal to ensure compliance with MOE requirements.

Companies/proponents are encouraged to consult their local MOE office as early as possible. This consultation is used to define the environmental objectives and specific approval requirements for the project and to identify possible public concerns.

Contact:
Please contact the ministry's Public Information Centre for your Local District Office at:
135 St. Clair Avenue West, 1st Floor
Toronto, ON M4V 1P5
Tel:1-800-565-4923 or 416-325-4000
Fax: 416-325-3159
Internet: www.ene.gov.on.ca

The Canada Institute for Scientific and Technical Information (CISTI)

CISTI is one of the world's major sources of information in all areas of science, technology, engineering and medicine. Whether you need an article from a journal, an in-depth subject search, facts from specialized directories and databases, or a referral to an expert, CISTI can provide the customized information you need.

Contact:
CISTI— National Research Council
Montreal Road Campus, Building M55
Ottawa, ON, K1A 0S2
Tel: 1-800-668-1222 or 613-993-1600
Fax: 613-993-9210
Email:cisti.info@nrc.ca
Internet: http://www.nrc.ca/cisti

Canadian Innovation Centre

The Canadian Innovation Centre was established in 1981 as an independent, not-for-profit organization. The centre assists entrepreneurs and companies with products, services or processes to:

- ✓ assess technical strength;
- ✓ conduct market research;
- ✓ evaluate the commercial potential of new ideas;
- ✓ provide product and process engineering;
- ✓ assist in venture planning;
- ✓ deliver training, educational programs and materials;
- ✓ provide licensing assistance.

Contact:
Canadian Innovation Centre
156 Columbia Street West, Waterloo,ON, N2L 3L3
Tel: 519-885-5870 or 1-800-265-4559
Fax: 519-885-5729
Email:info@innovationcentre.ca
Internet: http://www.innovationcentre.ca

Canadian Intellectual Property Office (CIPO) – Industry Canada

CIPO grants or registers exclusive intellectual property rights in Canada for:

- ✓ patents (protect inventions- new kinds of technology);
- ✓ trade-marks (words, symbols, or pictures, or combinations of these used to distinguish the goods or services of one person from those of another);
- ✓ copyrights (for literary, artistic, dramatic, and musical works);
- ✓ industrial designs (for the shape, pattern or ornamentation of manufactured articles); and
- ✓ integrated circuit topographies (three-dimensional configuration of the electronic circuits embodied in integrated circuit products or layout designs).

Complete searches of what is existing and registered can be conducted at CIPO. You can also access, free of charge, the Canadian Patent and Trade-marks Databases at CIPO's website: http://cipo.gc.ca for a preliminary search.

CIPO specialists deliver seminars and conferences on intellectual property systems and provide patents, trade-marks, industrial design, copyright, and integrated circuit topography information.

Many of CIPO's information activities are undertaken with the help of a network of intermediaries such as provincial research organizations, innovation centres, universities, industrial associations, and federal and provincial departments and agencies. Four regional advisors, located in Halifax, Montreal, Toronto, and Vancouver, provide assistance and access to specific CIPO services.

Contact:
Canadian Intellectual Property Office (CIPO) – Industry Canada
50 Victoria Street, Hull, Quebec, K1A 0C9
Tel: 819-997-1936
Fax: 819-953-7620
Email: CIPO.CONTACT@ic.gc.ca
Internet: http://cipo.gc.ca

Great Lakes 2000 Cleanup Fund – Environment Canada

Environment Canada's Great Lakes 2000 Cleanup Fund helps deliver federal responsibilities in Canadian Areas of Concern by supporting the development and demonstration of technologies and remedial programs. The Cleanup Fund is one component of Great Lakes 2000, which in partnership with other government and non-government agencies, is demonstrating innovative technologies for contaminated sediment remediation, municipal wastewater treatment and storm water control, non-point source pollution control, and techniques for habitat rehabilitation in the Great Lakes basin.

Contact:
John Shaw, Manager
Great Lakes 2000 Cleanup Fund
867 Lakeshore Road, Burlington, ON, L7R 4A6
Tel: 905-336-6273
Fax: 905-336-6272

Industrial Research Assistance Program (IRAP) – National Research Council

The National Research Council (NRC) helps small to medium-sized Canadian firms (up to 500 employees) find or develop technologies that improve productivity, profitability, and competitiveness. NRC has a number of national programs to assist small to medium-sized enterprises (SME's). Over 250 Industrial Technology Advisors are located across Canada to provide the following services, at no cost to SMEs:

Industrial Research Assistance Program:

- ✓ review technical challenges facing a company;
- ✓ assist in finding a resolution to the problems;
- ✓ provide "hands-on" assistance when appropriate;
- ✓ assist SMEs to find outside technical expertise from the vast IRAP network;
- ✓ assist in reviewing a company's R&D plans;
- ✓ may provide financial support where a significant increase in technical capability is being undertaken to complete a "Proof of Concept" by the company;
- ✓ may provide a non-repayable contribution of up to 50% of the cost, to a maximum $350,000 (funding levels may vary by region)

Precommercialization Assistance:

- ✓ provide assistance to the SMEs with the technical development of a product for which the "Proof of Concept" has already been established;
- ✓ may provide a repayable contribution to the SMEs to overcome problems and costs of getting a new concept to market;
- ✓ funding consists of a repayable contribution of up to 33% of the project cost up to a maximum of $500,000; (total value of project not to exceed $1,500,000);
- ✓ focuses on specific areas of technology applications such as aerospace, environment, and enabling technologies in the areas of advanced materials, manufacturing, and information technologies.

Canadian Technology Network (CTN):

CTN is a national network of people with business and technology skills and services available to help SMEs overcome their barriers to growth. CTN assists, with its network of skilled advisors, to connect companies to resources from across Canada. CTN has also established a database of technology, R&D and business expertise available from Canadian universities, community colleges, and government laboratories.

Contact:
Industrial Research Assistance Program (IRAP)
200 Town Centre Court, Suite 1101
Scarborough, ON, M1P 4X8
Tel: 416-973-4484
Fax: 416-973-4303

To identify your local IRAP officer, please call 416-973-4484 or visit IRAP's web site at http://pub.irap.nrc.ca/irap/web/irapcomm.nsf/home

To identify your local CTN contact, please call 1-888-CTN-0001 or visit CTN's web site at http://ctn.nrc.ca

Mine Environment Neutral Drainage Program (MEND) 2000, Canada Centre for Mineral and Energy Technology (CANMET) – Natural Resources Canada

MEND 2000 is a three-year program that officially started in January 1998. The program is funded equally by the Mining Association of Canada and Natural Resources Canada. MEND 2000 is a program to enhance technology transfer and reduce environmental liability due to acidic drainages. Contact the MEND Secretariat for further information or to be placed on their mailing list.

Contact:
Gilles Tremblay
MEND 2000 Secretariat,
555 Booth Street,
Ottawa, ON, K1A 0G1
Tel: 613-995-4681
Fax: 613-947-5284
Internet: http://mend2000.NRCan.gc.ca

Natural Sciences and Engineering Research Council of Canada (NSERC)

NSERC is an Industry Canada agency that makes strategic investments in Canada's science and technology capabilities. NSERC programs provide funding for research in a variety of disciplines, by supporting basic university research through research grants and by partnering universities with industry for research and advanced training.

Contact:
Natural Sciences and Engineering Research Council of Canada
350 Albert Street, Ottawa, ON, K1A 1H5
Tel: 613-995-5992
Fax: 613-992-5337
Internet: http://www.nserc.ca

New Environmental Technologies Evaluation Program (NETE) – Ontario Ministry of the Environment

This pilot program will enable the Ministry of the Environment to evaluate and assess new environmental technologies. Under the program, the ministry will provide a written opinion on the potential of a particular technology's application in Ontario and whether it is likely to satisfy specific legislative and regulatory requirements. The written opinion will be provided in the form of a letter and will expedite approvals for site-specific applications of new technologies. It should also help build confidence among municipalities, industries and potential investors on the use of new technologies and facilitate market entry for these new technologies. There is a fee for the NETE program.

Contact:
The Manager
Technical Services Section
Standards Development Branch
Ministry of the Environment
2 St. Clair Ave. W., 12th Floor
Toronto, Ontario M4V 1L5
Tel: (416) 327-8220
Fax: (416) 327-9187

Ontario Business-Research Institute Tax Credit (OBRITC) – Ontario Ministry of Finance

The OBRITC, introduced in the 1997 budget, is a 20 percent refundable tax credit on all qualified research & development expenditures incurred in respect of an eligible contract entered into, between a corporation operating in Ontario and an eligible research institute, during the taxation year after May 6, 1997. An advance ruling is required from the minister with respect to the contract.

Contact
Mr. Bashir Mohamed
Senior Manager, Tax Advisory
Corporations Tax Branch
33 King Street West, 4th Floor
Oshawa, ON L1H 8H5
Tel: 905-433-5422
Fax: 905-433-6747

Ontario Centre for Environmental Technology Advancement (OCETA)

Please see Section 1, page 7 for details.

Ontario Innovation Tax Credit – Ontario Ministry of Finance

Effective January 1, 1995, a 10% refundable Ontario innovation tax credit is available to qualifying small and medium-sized Canadian controlled private corporations having a permanent establishment in Ontario. This credit is for scientific research and experimental development expenditures carried out in Ontario.

Contact:
Mr. Bashir Mohamed
Senior Manager, Tax Advisory
Corporations Tax Branch
Ontario Ministry of Finance
33 King Street West, 4th Floor
Oshawa, ON, L1H 8H5
Tel: 905-433-6513
Fax: 905-433-6747

ORTECH Corporation

ORTECH is an organization that helps small to medium-sized enterprises with the technological development aspects of commercializing new environmental technologies. ORTECH's facilities and equipment include much of that which is needed to demonstrate new technologies at the bench and pilot scale. ORTECH has expertise in the fields of air pollution, energy conservation, solid and hazardous waste management and in particular, recycling.

ORTECH operates on a fee for service basis, but can work with entrepreneurs to help identify potential funding sources to pay for the development work. ORTECH's third party technology assessments also lend credibility to small businesses in their marketing efforts.

Contact:
Dr. Lucky Lakshmanan
Program Director
Environment and Materials Processing
ORTECH Corporation
2395 Speakman Drive
Mississauga, ON, L5K 1B3
Tel: 905-822-4111, ext. 216
Fax: 905-823-1446
Email: llakshmanan@ortech.on.ca
Internet: www.info.Ortech.on.ca

Research & Development Super Allowance – Ontario Ministry of Finance

The Research & Development (R&D) Super Allowance was announced in the April 20, 1988 Ontario budget as an incentive to encourage investment in R&D activities in Ontario.

The Super Allowance, available to corporations, is a deduction from income for qualifying expenditures on R&D carried out in Ontario.

Contact:
Mr. Bashir Mohamed
Senior Manager, Tax Advisory
Corporations Tax Branch
Ontario Ministry of Finance
33 King Street West, 4th Floor
Oshawa, ON, L1H 8H5
Tel: 905-433-5422
Fax: 905-433-6747

Scientific Research and Experimental Development (SR&ED) – Tax Incentive Program

This federal program provides tax incentives to Canadian businesses that conduct scientific research and experimental development in Canada. It is intended to encourage businesses to develop new or improved technologically advanced products or processes. An investment tax credit of between 20-35%, which may be refundable, is offered on current and capital expenditures for SR&ED carried out in Canada. These expenditures may also be fully deductible in the year incurred.

Contact:
Revenue Canada,
Customs, Excise and Taxation
SR&ED Program
36 Adelaide Street East, Section 454-1-9
Toronto, ON, M5C 1J7
Tel: 905-572-2650 (Hamilton)
416-973-2814 (Toronto)
613-598-4071 (Ottawa
Internet: http://www.rc.gc.ca/sred

Technology Partnerships Canada – Industry Canada (TPC)

TPC provides fully repayable investments, rather than grants and subsidies, in science and technology based projects. All project repayments are reinvested back into the TPC. In most cases the TPC invests between 25% to 30% of the project costs. By 1998-99, the TPC will be fully funded with $250 million to invest in projects that generate jobs and exports, strengthen the competitiveness of whole sectors, and create new industries

In partnership with the private sector, TPC invests in research, development, demonstration and market development of:

- ✓ environmental technologies including pollution prevention and protection, water treatment, recycling technologies and clean car technologies;
- ✓ enabling technologies, such as advanced manufacturing technologies, advanced materials, biotechnology and selected information technologies;
- ✓ aerospace and defence industries, including avionics, flight simulators, aircraft communications, satellite remote sensing and surveillance, security systems and defence conversion.

Contact:
To order an information package:
Tel: 1-800-266-7531
For detailed information:
Derek Yue,
Ontario Regional Office
Industry Canada
151 Yonge Street, 4th Floor, Toronto, ON, M5C 2W7
Tel: 416-973-5159
Fax: 416-973-5131
Email: yue.derek@ic.gc.ca

ViaTech

ViaTech is a Canadian network of professional services firms with a common interest in fostering knowledge-based industry in Southern Ontario. It provides a source of opinion and insight from seasoned practitioners of banking, accounting, law, marketing and new product development, and an opportunity for leaders of emerging knowledge-based firms to identify and address key issues in the development of their enterprises.

There is no charge for ViaTech services. Member firms donate their time to help foster a healthy knowledge- based industry sector and they treat the information you share before and during your discussion with strict confidentiality. In order to participate, a ViaTech questionnaire must be completed and submitted to ViaTech's Kitchener office.

Contact:
Paul Siegel
Royal Bank
30 Duke Street West, 8th Floor
Kitchener, ON, N2H 3W5
Tel: 519-575-2236
Fax: 519-575-2248
Email: paul.siegel@royalbank.com
for copies of questionnaire and an outline of eligibility criteria.

SECTION 3

Financing

This section contains venture capital and institutional resources for financing small to medium-sized, technology or environment based companies.

Business Development Bank of Canada (BDC)

Please see Section 1, page 2 for details

Business Improvement Loan (BIL)

Under the federal Small Business Loans Act, the federal government encourages lenders to provide to new and existing small businesses Business Improvement Loans for financing the purchase and improvement of fixed assets.

A company is eligible to apply, with some exceptions, if it is a business operating for profit in Canada, with estimated gross annual revenues less than $5 million for the year of application.

Contact:
all chartered banks and the Alberta Treasury branches, most credit unions and caisses populaires, and many trust, loan and insurance corporations in Canada are authorized to provide these loans.

Federal Government Contact:
Industry Canada,
Small Business Improvement Loan Administration
235 Queen Street, Room 863-A
Ottawa, ON, K1A 0H5
Tel: 613-954-5540
Fax: 613-954-0290
Internet: http://strategis.ic.gc.ca/sbla

Canada's Technology Triangle Accelerator Network (CTTAN)

CTTAN is a community-based initiative designed to accelerate the growth and commercial success of early stage companies in Canada's Technology Triangle (Cambridge, Guelph, Kitchener and Waterloo).

The objective of CTTAN is to facilitate the placement of risk capital into 60 early stage firms over the next five years.

CTTAN has been established as a not-for-profit corporation through funding provided by Industry Canada's Canada Community Investment Program, and financial support from corporate and community sponsors.

CTTAN helps to "accelerate" the growth of new companies in three ways:

- ✓ By helping young companies become "investor ready";
- ✓ By structuring access to early stage capital from local private investors or "angels";
- ✓ By co-ordinating management skills support and mentoring in the post-investment phase.

CTTAN will focus on companies that require equity injections of between $100,000 and $1.0 million, which is typically below the threshold for investment by traditional venture capital and institutional investors.

CTTAN will convene periodic forums where entrepreneurs can present their " investment ready" opportunities to local investors from the Technology Triangle area. CTTAN will also co-ordinate the provision of ongoing support and mentoring by established entrepreneurs and professionals if it is required.

Contact:
Don Eastwood
President and Chief Operating Officer
Canada's Technology Triangle Accelerator Network Inc. (CTTAN)
Tel: (519) 575-4535
Fax: (519) 576-8548

There are other community investment programs that have been established in Ontario. Please contact the one in your area:

St.Catharines (Niagara)
Glenn Stansfield
General Manager
The Niagara Enterprise Agency
Tel: (905) 687-8327
Fax: (905) 687-8022
E Mail: gstansfi@neai.com

Sarnia-Lambton
Rory Ring
Manager
Business Growth Services
Tel: (519) 332-4261
Fax: (519) 332-1686
E Mail: ring@ecdev.sarnia.com

Hamilton
Michael Cox
President
Renaissance Community Investments
Tel: (905) 540-6080
Fax: (905) 540-6083
E Mail: rens@netacess.on.ca

London
Jeff Kinsella
Executive Director
London Enterprise Development Corp.
Tel: (519) 661-5870
Fax: (519) 661-5331
E Mail: Jkinsell@city.london.on.ca

Sault Ste. Marie
Bruce Strapp
Executive Director
Economic Development Corporation
Tel: (705) 759-5432
Fax: (705) 759-2185
E Mail: ssmedc@sault-canada.com or strappb@soonet.ca

North Bay
Lisa Laronde
Executive Director
Bayway Community Investment Corporation
Tel: (705) 476-5707
Fax: (705) 495-6038

Canadian Bankers Association (CBA)

The Canadian Bankers Association is a professional industry association representing Canada's chartered banks—domestic and foreign. A number of Canada's major banks have recently established programs and services focused on high technology and knowledge-based industries. Environment companies can contact their local bank for more details or consult the Serving the Needs of Small Business publications described below.

The CBA produces publications for small and medium-sized businesses. All publications are free of charge. These include:

- ✓ Getting Started in Small Business – A guide to planning and preparing to start a new business.
- ✓ Preparing Business for the Year 2000 – Why your business should prepare its computer systems for the year 2000
- ✓ The CBA's website also has a special section for small business operators.

To order publications or to contact the CBA:
Commerce Court West
199 Bay Street, 30th Floor
Toronto, ON, M5L 1G2
Tel: 1-800-263-0231
Email: cba@minacs.com
Internet: www.cba.ca

Canadian Venture Capital Association (CVCA)

The CVCA was founded in July 1974 to represent the interests of its members by:

- ✓ promoting the development and advancement of Canadian business enterprises through the use of venture capital;
- ✓ promoting and fostering professional development, communication and association among all corporations, companies, partnerships, syndicates and persons engaged in venture capital investments in Canada.

The venture capital funds generally do not invest amounts less than $500,000 usually structured over a three to seven year period. Also, it is extremely rare for them to invest in start ups.

The CVCA member directory is available to non-members by request.

Contact:
Kathy Ryan,
CVCA
1881 Yonge St., Suite 706
Toronto, ON, M4S 3C4
Tel: 416-487-0519
Email: kryan@cvca.ca
Internet: www.cvca.ca

Capital Alliance Ventures Inc.

Capital Alliance Ventures is a $35 million venture capital fund that specializes in high technology or knowledge based companies. The management team looks for companies with proprietary, patentable technologies that have a competitive advantage in potential markets of $50 million or more. Ideal candidate companies have proven management, 3-5 years of operating history and revenues in the $2-5 million range. Typical investments are between $500,000 and $3.5 million in the form of equity or subordinated debt.

Contact:
Keith Lue, Vice President
55 Village Centre Place, Suite 10
Mississauga, ON, L4Z 1V9
Tel: 905-272-8443
Fax: 905-272-2096
Email: cavi@istar.ca

EnviroCapital

EnviroCapital is part of a $54 million investment fund consisting of national, international, private and institutional investors. With a six year track record, the objective of this fund is to stimulate and contribute to the development of environmental and biotechnology companies in Quebec. Candidate projects must be technologically sophisticated, use patentable intellectual property, and have focused market niche potential. EnviroCapital looks world-wide to create new businesses through joint ventures, technology transfer and the combined resources of its international scientific, business and financial networks.

Contact:
Noman Balthazard, President
2540, boul. Daniel-Johnson, bureau 910
Laval, Quebec H7T 2S3
Tel: 514-687-2040
Fax: 514-687-9283
Email: nbalthazar@biocapital.com

Environmental R&D Capital Corporation (ER&D)

ER&D was established in 1994 to invest in enterprises which are centred around technology, intellectual property, and/or proprietary processes, products, systems or services in or related to the environmental industry. Typical investments range from $500,000 to $3 million as principal investors or co-investors. ER&D's investors include Canadian financial institutions, pension funds and Philip Services. When assessing projects, ER&D looks for management strength, entrepreneurial creativity and innovation, and collaborative approaches to penetrating high growth, $100 million plus markets.

Contact:
Derrick Rolfe, ER&D
1 Toronto Street, Suite 806, Box 19
Toronto, ON, M5C 2V6
Tel: 416-777-0530
Fax: 416-368-0430

Email: erd@web.net

Federal Economic Development Initiative in Northern Ontario (FEDNOR)

Please see Section 1, Page 5 for details.

Ontario Association of Community Development Corporations Inc.

Please see Section 1, Page 6 for details.

Toronto Venture Group

Since 1990, the Toronto Venture Group (TVG) has successfully promoted positive, high-growth venture deal flow by facilitating education, communication and, most importantly, networking for both the entrepreneur and investor. The TVG believes that the most difficult hurdle facing a start-up or expanding business is finding the right financing and support. TVG is committed to keeping entrepreneurial business people informed and connected to others who share their venture spirit.

TVG meets the second Wednesday of every month (except July) at the Downtown Club of the Toronto Board of Trade. The agenda includes a formal networking session followed by scheduled presentations.

Contact:
Karen Grant, Executive Director, Toronto Venture Group
7181 Woodbine Avenue, Suite 227
Markham, ON L3R 1A3
Tel: 905-305-9741
Fax: 905-305-9747
Internet: http://www.tvg.org

Venture Forum Niagara

Venture Forum Niagara holds breakfast meetings for entrepreneurs and investors in the Niagara region. The meetings, designed for companies in need of financing in the range of $25,000 - $500,000 are held six times per year at various locations in the region. The "Lets Make a Deal" two day workshop covers deal-making for entrepreneurs and investors and is offered throughout the year. Interested parties add their name to the fax/mail list and are contacted prior to each event or workshop.

Contact:
Venture Forum Niagara
P. O. Box 68,
St. Catharines, ON, L2R 6R4
Tel: 905-704-1144
Fax: 905-687-8022
Email: neagen@neai.com

SECTION 4

Export Assistance

This section covers export assistance resources and programs that facilitate export sales.

Canadian Commercial Corporation (CCC)

The CCC is a Crown Corporation established to facilitate Canadian trade. The CCC does this by helping Canadian companies sell to foreign governments, agencies, international organizations and approved private sector buyers. Some benefits of a relationship with the CCC include:

- ✓ improved access to pre-shipment working capital financing;
- ✓ enhanced competitive strength;
- ✓ access to CCC's expertise and administrative support at all stages of the deal;
- ✓ strengthened buyers' confidence through CCC as prime contractor and backed by the Government of Canada.

The CCC also offers the Progress Payment Program to provide smaller firms with the working capital required to complete an export deal.

Contact:
Canadian Commercial Corporation
1100 O'Connor Street,
Ottawa, ON, K1A 0S6
Tel: 613-996-0034
Fax: 613-995-2121
Internet: www.ccc.ca

The Canadian International Development Agency (CIDA)

CIDA is Canada's principle international development assistance agency. CIDA carries out projects to support developing countries and provides assistance in the form of goods, services or skills. Environmental issues are an integral part of all projects supported by CIDA.

There are three CIDA resources of particular interest to environment companies:

- ✓ Industrial Cooperation Program (CIDA Inc.) – Companies who already have an overseas partner and primary source of funding can proactively apply to CIDA Inc. for "top up" funding to help project implementation.
- ✓ Bilateral Program – CIDA support programs and projects developed in cooperation with recipient developing countries. Companies can access program information from the MERX Service, Canada's Electronic Tendering Service (1-800-964-6379).
- ✓ Service Contracts & Lines of Credit – Companies interested in sub-contracting opportunities with CIDA partners should consult CIDA's web site for the publication "Service Contracts & Lines of Credit" and then contact successful bidders listed there.

Contact:
Canadian International Development Agency (CIDA)
Development Information Program
200 Promenade du Portage
Hull, Quebec
K1A 0G4
Tel: 819-997-5006
Fax: 819-953-6088
Internet: http://www.acdi-cida.gc.ca

Department of Foreign Affairs and International Trade (DFAIT)

DFAIT is the leading federal department responsible for Canada's international trade and export development. Its trade mandate is to:

- ✓ enhance access to foreign markets
- ✓ expand Canada's share of export markets
- ✓ support Canadian companies export marketing activities
- ✓ help Canadian companies obtain foreign investment and technology to improve their international competitiveness

DFAIT provides counselling, publications, information, and referral services to Canadian exporters. Some programs and services include:

ExportSource: Team Canada Inc.'s on-line resource for export information. ExportSource provides a single access point to all trade-related government departments and agencies on subjects including market research, export financing, export regulations/logistics, trade statistics, export contacts, trade shows and missions. Web Site: http://exportsource.gc.ca

InfoExport: an International Trade Web Site designed to help Canadian companies in their efforts to export. Web Site: www.infoexport.gc.ca

IFInet: an information system that provides Canadian exporters with information about international business opportunities financed by the International Financing Institutions (IFI) in developing countries. Internet: www.dfait.maeci-gc.ca/ifinet/menu-e.asp

WIN Exports: a computerized database of Canadian exporters and their capabilities.

Tel: 1-800-551-4WIN (4946) (see Section 4 page 34)

International Business Opportunities Centre: searches for and matches Canadian companies with international trade leads provided by Canadian Trade Commissioners and Commercial Officers.

Internet: www.dfait-maeci.gc.ca/iboc-coai (see Section 4 page 32)

Services are delivered through:
International Trade Centres throughout Canada that provide basic export counselling, help identify market opportunities, help develop foreign marketing plans, provide information on technology transfer and joint venture opportunities, help obtain financial support through PEMD and other DFAIT programs, and arrange trade conferences and seminars.

Contact:
Toronto International Trade Centre
Tel: (416) 973-5053
Fax: (416) 973-8161

Trade Commissioners abroad who can identify sales and potential customers to Canadian companies, promote companies to local customers, advise on marketing channels, and help find credit and business info on potential foreign partners.

Contact:
Toronto International Trade Centre (see above) or
InfoCentre
Tel: 1-800-267-8376 or 613-944-4000
Fax: 613-944-4500

Department of Foreign Affairs and International Trade (DFAIT) continued

Contact:
Department of Foreign Affairs and International Trade
125 Sussex Drive, Ottawa, ON K1A 0G2
Tel: 1-800-267-8376
Fax: 613-996-9709
Internet: www.dfait-maeci.gc.ca

Export Development Corporation (EDC)

EDC is a Crown corporation that operates as a commercial financial institution. It has helped Canadian business grow and prosper through exports and international investment since 1944. Using EDC trade finance solutions, exporters can better compete in more than 200 countries, including higher risk and emerging markets. In addition, EDC has a team of trade finance experts dedicated to supporting the unique exporting needs of small- and medium-sized environmental companies.

EDC has provided more than $600 million in support to exporters of environmental products and services since 1995. With EDC support, Canadian environmental exporters have exported their expertise in emissions reduction, waste management, water supply and treatment, forest protection and air quality enhancement in regions as far reaching as Africa, Asia, Europe, and Latin America.

EDC supports export sales with creative buyer financing, protects performance bonds, and enhances exporter access to working capital. Short-term financial services focus on credit and political risk insurance, while medium- and long-term financial services centre on direct buyer loans and line of credit financing. Every year, EDC helps thousands of smaller Canadian businesses increase their export opportunities by:

- ✓ insuring foreign receivables against 90 per cent of a loss if the buyer doesn't pay;
- ✓ providing your bank with the security it needs to free up operating capital;
- ✓ doing credit checks on your foreign buyers;
- ✓ enabling foreign buyers to access EDC'c pre-arranged medium and long-term financing facilities.
- ✓ EDC has more than 45 lines of credit worldwide to purchase capital goods and services from Canadian exporters;
- ✓ giving you a competitive advantage; and
- ✓ converting a credit sale into a cash deal.

EDC has regional offices in Ottawa, Toronto, London, Halifax, Moncton, Montreal, Edmonton, Winnipeg, Calgary, and Vancouver.

Contact:
If your export sales are under $1 million annually,
call our Emerging Exporters Team at 1-800-850-9626.
If your export sales exceed $1 million annually,
call any of our regional offices at 1-888-332-3777
E-mail: export@edc4.edc.ca
Web Site: http://www.edc.ca

Industry Canada

Industry Canada's mission is to help implement the federal government's agenda of job creation and economic growth. As such it is very active in industry sector development. Industry Canada does this by focusing on five areas:

- ✓ Trade – implementing trade development strategies in partnership with the Department of Foreign Affairs and International Trade (DFAIT), Environment Canada and other departments.
- ✓ Technology – the Technology Partnerships Canada (TPC) program is described in Section 2 of this guidebook.
- ✓ Investment – targeted investment promotion efforts in partnership with DFAIT.
- ✓ Information products – including Strategis, the largest Internet site in Canada (see Section 5, page 39 for details).
- ✓ Co-operative Efforts – in conjunction with DFAIT, International Business Opportunities Centres and regional trade networks in all provinces.

Contact:
1-800-328-6189
in Ontario:
Industry Canada
151 Yonge Street, 4th Floor
Toronto, ON, M5C 2W7
Tel: 416-973-5000
Fax: 416-973-8714

International Business Opportunity Centre (IBOC)

The International Business Opportunity Centre was established by the Department of Foreign Affairs and International Trade (DFAIT) and Industry Canada to match business leads provided by Trade Commissioners abroad with business interests of capable Canadian firms. The Centre responds to trade leads on a case-by-case basis to ensure a timely response. When a trade lead request is received from a Trade Commissioner abroad, The Centre uses electronic databases, such as WIN Exports and Strategis, and a broad range of contacts in federal and provincial government and industry associations to identify potential Canadian suppliers of products or services.

In order to position your company to receive trade leads, register in the WIN Exports (see page 34) and the Canadian Company Capabilities (Strategis) – (see page 39) databases.

Contact:
International Business Opportunities Centre
Department of Foreign Affairs and International Trade
125 Sussex Drive
Ottawa, ON K1A 0G2
Fax: 613-996-2635
Web Site: http://www.dfait-maeci.gc.ca/iboc-coai

NORTHSTAR Trade Finance Inc.

NORTHSTAR Trade Finance supports Canadian exporters by offering fixed rate, medium term financing to creditworthy foreign buyers of eligible Canadian goods and services.

NORTHSTAR Trade Finance fills a recognized gap in the financial market for export sales of amounts $100,000 to $3,000,000 for terms of up to four years.

NORTHSTAR Trade Finance brings together the export strengths of the Bank of Montreal, the British Columbia Trade Development Corporation, the Ontario Ministry of Economic Development, Trade and Tourism and the federal government through the Export Development Corporation and Western Economic Diversification.

Financing provided supports Canadian exporters selling Canadian goods or services of which Canadian content (materials, labour etc.) Is at least 60% of the value.

NORTHSTAR provides a medium term loan (2-4 years) to the foreign buyer located in an OECD country secured by a registered lien over the exported goods and insured by the Export Development Corporation (EDC). NORTHSTAR maintains recourse to the exporter only for performance of the exporter's sales contract with the buyer. Transactions can be offered on a "one of" basis or as bundled sales and are tailored to meet the needs of clients worldwide.

Contact:
NORTHSTAR Trade Finance Inc.
Suite 205 – 5811 Cooney Road
Richmond, B.C. V6X 3M1
Tel: (604) 664-5828
Fax: (604) 664-5838
E Mail: s.shepherd@northstar.ca

Ontario International Trade Corporation (OITC)

OITC is the lead trade agency of the Ontario government whose mandate is to increase the number of Ontario's exporting companies, extend markets beyond North America, increase the value-added content of Ontario exports and help Ontario-based companies win large international capital projects.

OITC assists firms that are penetrating or expanding into international markets by providing market access intelligence and market opportunities:

- ✓ introducing Ontario companies to key contacts and decision makers
- ✓ initiating with partners, business issues sessions, workshops, networking opportunities
- ✓ facilitating the development of export networks
- ✓ identifying international capital projects opportunities and facilitating the development of consortia
- ✓ providing commercial advocacy where government to government contacts are important

Contact:
Office of the President, OITC
56 Wellesley St. West, 7th Floor
Toronto, ON, M7A 2E4
Tel. 416-314-8200
Fax: 416-314-8222

Program for Export Market Development (PEMD) – Department of Foreign Affairs and International Trade (DFAIT)

PEMD is the cornerstone of the federal government's international business development program, aimed at increasing Canadian prosperity and competitiveness in the international market place. PEMD helps increase export sales of Canadian goods and services by sharing the costs of activities that companies normally could not or would not undertake alone, thereby reducing risks involved in entering a foreign market.

There are four major elements of the PEMD program:

- ✓ Market Development Strategies;
- ✓ Financial assistance to New-to-Exporting Companies;
- ✓ Financial support for Canadian companies bidding on major capital projects outside Canada (by contributing to the costs of bid preparation or proposal preparation at the pre-contractual stage);
- ✓ Support for trade association activities.

For program application forms, contact:
Tel: 1-800-267-8376
Fax: 613-996-9709
or
Ontario Regional Office
(see Industry Canada, pg32)

World Information Network for Exports (WIN Exports)

WIN Exports is the Department of Foreign Affairs and International Trade (DFAIT)'s computerized database of Canadian exporters and their capabilities. The database is used by Canadian Trade Commissioners around the world to find out more about your company and to identify Canadian exporters in response to tens of thousands of requests they receive each year from potential foreign buyers. With the use of WIN Exports, Trade Commissioners can:

- ✓ Identify Canadian suppliers capable of responding to sales opportunities
- ✓ Make appropriate contacts on behalf of Canadian companies; and
- ✓ Report back with advice to help Canadian companies make informed decisions

Contact:
For additional information on WIN Exports,
call 1-800-551-4WIN (4946) or
944-4WIN (4946) in the National Capital Region, or
http://www.infoexport.gc.ca.

SECTION 5

General Business Resources

This section includes miscellaneous information and assistance resources.

Alliance of Manufacturers & Exporters Canada

The Alliance of Manufacturers & Exporters Canada is Canada's leading business network, working to strengthen the competitiveness of Canadian industry. The Alliance strives to achieve this mission by:

- ✓ aggressive, effective advocacy to government at all levels;
- ✓ delivering timely, relevant information, programs, and support of superior quality and value;
- ✓ providing opportunities for education, learning, and professional growth;
- ✓ promoting the development and implementation of advanced technology;
- ✓ facilitating international trade agreements; and
- ✓ sponsoring trade missions and conducting export seminars

Contact:
Alliance of Manufacturers & Exporters Canada, Ontario Division
75 International Blvd., 4th Floor
Toronto, Ontario M9W 6L9
Tel: 416-798-8000
Fax: 416-798-8050

Canada-Ontario Business Call Centre

The Canada-Ontario Business Call Centre is a joint venture between the Government of Canada and the Government of Ontario. The Call Centre is a single telephone access point for comprehensive information on federal and provincial government information. Their database consolidates information on the services, programs and regulations of 28 federal and provincial departments and ministries.

The first point of contact is a 24-hour access interactive voice response system that offers numerous options, including answers to most frequently asked questions. A FaxBack document service will send descriptions of most programs and services. At any point during business hours you can also obtain personal service from an information officer.

Contact:
Tel: 1-800-567-2345 or 416-954-INFO (4636)
Fax: 416-954-8597
FaxBack: 416-954-8555 or 1-800-240-4192
Email: cobcc@cbsc.ic.gc.ca
Internet: http://reliant.ic.gc.ca/english/ontario
http:/reliant.ic.gc.ca/francais/ontario

Citizen's Inquiry Bureau, Public Access Services Branch – Government of Ontario

The Citizen's Inquiry Bureau is a bilingual information and referral service for provincial programs and services. It serves the public of central Ontario directly and acts as a resource for government offices, MPP's community information centres, libraries and private organizations.

Contact:
Tel: 416 326-1234 in the Toronto area
Collect calls are accepted from other locations (within Ontario).

The Environmental Industry Virtual Office – Ontario

The Virtual Office is a web site designed to provide quick, easy and integrated access to information sources, services and advice relevant to the environment industry. It is supported by federal, provincial and private sector partners. Information categories found in the Virtual Office include:

- ✓ Research and Development
- ✓ Domestic and International Markets
- ✓ Investment & Financing
- ✓ Human Resources

Through over 25 on-line offices, the Virtual Office offers direct email links to over 40 staff contacts and access to over 300 information files including application forms and key sector related documents.

Contact:
http://VirtualOffice.ic.gc.ca/on/index.htm

The Green Industry Office (GIO) – Ontario Ministry of the Environment (MOE)

The GIO offers a range of services to assist Ontario-based companies offering products, services and technologies that prevent pollution, protect or clean up the environment. The GIO maintains up-to-date market intelligence, offers business planning support and delivers focused export marketing services. GIO clients include new or expanding environment industry companies, non-environment related companies who want to diversify, export ready companies and incoming trade delegations seeking private sector contacts.

Contact:
135 St. Clair Ave. West, 5th Floor
Toronto, ON, M4V 1P5
Tel: 416-314-7898
Fax: 416-314-7919
Email: defoebr@ene.gov.on.ca

Ontario Waste Materials Exchange

Recently under new management by the Ontario Centre for Environmental Technology Advancement, the Ontario Waste Materials Exchange (OWME) is a service designed to facilitate the reuse and recycling of industrial by-product materials. Through the exchange network, OWME provides generators with access to reuse and recycling markets, and users with access to material supply sources. The Exchange provides the necessary link to create business relationships based on material reuse and recycling. It also identifies opportunities for new market applications and process technology.

Address:
c/o OCETA
63 Polson Street, 2nd Floor
Toronto, ON M5A 1A4
Tel: 416-778-4199
or toll free: 1-888-845-9038
Fax: 416-778-5624
Email: owe@oceta.on.ca
Internet: www.owe.org

Reference Canada Telecentre

Reference Canada's team of bilingual information officers answers thousands of inquiries from members of the general public, the business community, students, seniors and government. This year, the Reference Canada Program will answer more than 1.1 million calls from across Canada. This national toll-free service gives callers accurate and up-to-date federal government information and refers them to helpful government contacts around the country. The service is a useful tool to identify a contact name and number for federal departments, programs and services.

Contact:
Government of Canada
Tel: 1-800-667-3355
Internet: http://canada.gc.ca

Strategis – Industry Canada

Strategis is Canada's largest business Web site, providing easy, direct access to Industry Canada's extensive expertise and information resources including:

- ✓ 60,000 reports and 500,000 pages of searchable text;
- ✓ 2 gigabytes of statistical data;
- ✓ hot links to Canadian and international business information databases;

Six different information categories:

- ✓ Markets, Trade and Investment
- ✓ Industrial Perspectives
- ✓ Technology and Innovation
- ✓ Micro-Economic Research and Analysis
- ✓ Managing Your Business
- ✓ Marketplace Services.

Contact:
Help Desk: 1-800-328-6189 or 613-954-5031
Fax: 613-954-1894
Internet: http://strategis.ic.gc.ca

Statistics Canada

Statistics Canada can assist companies in compiling market research. Their Internet site includes a section on the Canadian economy, with subsections on international trade, manufacturing and construction, and primary industries.

Contact:
Statistics Canada
Ontario Regional Office
Arthur Meighen Building, 10th Floor
25 St. Clair Avenue East
Toronto, ON, M4T 1M4
Toll-Free: 1-800-263-1136
Local Calls: (416) 973-6586
Fax: (416) 973-7475
Internet: http://www.statcan.ca

Internet Resources

Listing of business-related internet sites.

The web sites listed in this appendix represent a sample of Internet resource material available. This should not be considered a complete list of all available web sites. The web sites do not necessarily reflect the position or policies of the Government of Ontario (Ministry of the Environment), nor does mention of trade names, commercial products or web sites constitute endorsement or recommendation for use. The Ministry of the Environment does not assure or guarantee the accuracy or completeness of the information contained in this Guide.

Business Planning & Development

Business Development Bank of Canada
www.bdc.ca
see page 2 of the Resource Guide

Business Essentials Library
www.bplans.com/
Business planning resource centre for small business.

Business Self-Help Offices & Small Business Enterprise Centres
reliant.ic.gc.ca/english/ontario/ont.html
see page 2 of the Resource Guide

Canada Business Service Centre
www.cbsc.org/ontario/bis/7061.html
Various resources to assist with the business startups and business planning.

Canadian Environment Industry Association – Ontario
www.ceia.on.ca
see page 3 of the Resource Guide

Contact! The Canadian Management Network
strategis.ic.gc.ca/contact
see page 4 of the Resource Guide

Compuserve: Forecasting Software
www.ForecastPro.com/fp_home.htm
This site contains software that forecasts sales, revenues, and market share.

Economic Developers Council of Ontario (EDCO) Inc.
www.edco.on.ca
see page 4 of the Resource Guide

Edge Online: Virtual Network
www.edgeonline.com/index2.shtm
This site provides tools to analyze and present financial data, including income statement, balance sheet, and cash flow statements.

Federal Economic Development Initiative in Northern Ontario (FedNor)
fednor.ic.gc.ca
see page 5 of the Resource Guide

FedNor – Business Planning Initiative – BPI
www.cbsc.org/ontario/bis/2099.html
Provides funding to participating Community Futures Development Corporations in Northern Ontario, to enable them to provide loans to existing and potential entrepreneurs for the development and completion of a business plan.

INC Online: Analysis Software
www.inc.com/virtualconsult/software/pc/#analysis
Provides downloadable software for various business applications including break-even analysis and a cost benefit analysis tool.

INC Online:
Can you really afford your next expenditure? Interactive Worksheets
www.inc.com/virtualconsult/worksheets/
Provides various online business simulations. You provide the input and the worksheet will generate a solution such as the increased level of sales required to make an expenditure viable or the projected dollar amount of new business, how much cash you need to carry a new business.

INC Online:
Financial Management for Growing Businesses
www.inc.com/virtualconsult/reference_desk/sba.html#three
Develop a comprehensive financial plan outlining the assets, debts and current and future profit potential of your business through effective financial management.

Municipal and Regional Information for Ontario on Internet of relevance to Ontario Businesses
www.cbsc.org/ontario/munic-1.html
Provides linkages to municipal and regional business planning organizations (e.g., Self-Help Offices).

Ontario Association of Community Development Corporations Inc.
www.mwdesign.net/oacde.html
see page 6 of the Resource Guide

Ontario Centre for Environmental Technology Advancement (OCETA)
www.oceta.on.ca
see page 7 of the Resource Guide

Strategis: Small Business Connections
strategis.ic.gc.ca/SSG/mi04158e.html
Self evaluation guide, checklist for your business plan, how to prepare a business plan, how to stay on-target, and much more!

York Technology Association
www.yorktech.ca
see page 10 of the Resource Guide

Financial Institutions: Business Planning Resources

Royal Bank
www.royalbank.com/english/bus/businesstools/bigidea.html

Bank of Montreal
www.bmo.com/smallbiz

Canadian Imperial Bank of Commerce
www.cibc.com/SmallBusiness/EN308.html

Scotiabank
www.scotiabank.ca/Software.html

Toronto Dominion Bank
www.tdbank.ca/tdbank/Small_Business/

The Royal Bank, Bank of Montreal, Scotiabank, CIBC, and TD provide software that an individual can acquire to help develop a business plan. The software, in general, provides for the creation of financial statements and a framework for the business plan. Each package is unique and offers various options. You can access information about each bank's products on the above-mentioned web sites.

Technology Commercialization

Canada Centre for Mineral and Energy Technology (CANMET) – Mine Environment Neutral Drainage Program
mend2000.nrc.gc.ca
see page 16 of the Resource Guide

The Canadian Gas Research Institute
www.cgri.ca
An independent not-for-profit research and development organization with a mandate to develop leading-edge technology for the natural gas industry.

The Canadian Standards Association (CSA)
www.csa.ca/home/home_main.html
CSA works with manufacturers to assist with certification requirements of their chosen markets. CSA certification tells you that a product or system has been evaluated under a formal process.

CANMET Energy Technology Centre (CETC)
www.nrcan.gc.ca/es/etb/cetcintro.htm
CETC is a key research arm of Natural Resources Canada. The Centre strives to accelerate the development and use of clean, energy efficient conventional, alternative and renewable energy technologies, domestically and in the global marketplace.

The Canada Institute for Scientific and Technical Information
www.nrc.ca/cisti
see page 12 of the Resource Guide

Canadian Innovation Centre
www.innovationcentre.ca
see page 13 of the Resource Guide

Canadian Intellectual Property Office (CIPO) – Industry Canada
cipo.gc.ca
see page 13 of the Resource Guide

Canadian Technology Network
ctn.nrc.ca
see page 15 of the Resource Guide

Environmental Technology Verification Program
www.oceta.on.ca/Services/etv_program.html
This program is designed to support Canada's environment industry by validation and independent verification of performance claims for environmental technologies, both products and equipment-based services.

Incubating Technology: Best Practices
www.nrc.ca/fptt/kumar.html
This study examines the various approaches for incubating technology-based new firms.

The Global Directory for Environmental Technology
eco-web.com/intro.html
This site contains information on more than 3,000 environmental products & services featuring 3,000 leading suppliers from 71 countries.

The Global Network of Environment Technology
www.gnet.org/
Provides information on technology, and key environmental projects.

Globaltechs
www.globaltechs.com
This site contains a directory with information on over 600 of the latest, most innovative remediation technologies available worldwide. The online database is available at a cost of CDN $995 for a twelve month period.

Industrial Research Assistance Program (IRAP) – National Research Council
Pub.irap.nrc.ca/irap/web/irapcomm.nsf/home
see page 15 of the Resource Guide

IRAP – Science and Technology Internship Program with SMEs
pub.irap.nrc.ca/IRAP/Web/IRAPcomm.nsf/genwebpages/internships1
NRC offers a program for SMEs to hire a recent graduate for six months and use their skills to help develop your company's technology.

Institute for Chemical Process and Environment Technology
www.icpet.nrc.ca
ICEPT focuses on chemical process technologies to help Canadian industry improve the commercial viability of products and improve environmental performance.

Natural Sciences and Engineering Research Council of Canada (NSERC)
www.nserc.ca
see page 16 of the Resource Guide

Ontario Centre for Environmental Technology Advancement
www.oceta.on.ca
see page 7 of the Resource Guide

Ontario Ministry of the Environment – Approvals Information
www.ene.gov.on.ca
see page 12 of the Resource Guide

ORTECH Corporation
www.info.Ortech.on.ca
see page 18 of the Resource Guide

Scientific Research and Experimental Development (SR&ED) Tax Incentive Program
(www.rc.gc.ca/sred)
see page 19 of the Resource Guide

Technology Partnerships Canada
strategis.ic.gc.ca/sc_mangb/tpc/engdoc/homepage.html
see page 20 of the Resource Guide

Financing

Accel: How to win a Venture Capitalist
www.accel.com/entrepreneurs/
Article describing characteristics necessary to acquire financing.

Bank of Montreal Capital Corporation
www.bmo.com/bmocc/
BMO capital corporation specialized financing corporation designed to help small businesses by offering quasi-equity and equity investments.

BDC Products and Services
www.bdc.ca/site/left/expand/prod.html
see page 2 of the Resource Guide

Canada's Technology Triangle Accelerator Network (CTTAN)
www.cttan.org
see page 22 of the Resource Guide.

CIBC – Small Business Centre
www.cibc.com/needs/business/
Provides an overview of financial services and products offered.

Canadian Bankers Association (CBA)
www.cba.ca
see page 24 of the Resource Guide

Canadian Venture Capital Association (CVCA)
www.cvca.ca
see page 24 of the Resource Guide

Ottawa Business Journal
www.ottawabusinessjournal.com/business_financing/obj_bus_graph.html
This site provides information on financing issues (i.e., typical amount, typical sources and local suppliers, etc.).

RBC Dominion Securities
www.rbccds.com/english/literature/ie/index.html
Provides information on RBC DS financial products and services.

Searchscan
http://www.searchscan.com
Company linking investment community with companies seeking capital.

Strategis – Sources of Financing
strategis.ic.gc.ca/sc_mangb/sources/engdoc/homepage.html
Industry Canada has also developed a website on Sources of Financing located on Strategis. It offers a searchable database of financial services to meet your specific business needs.

Toronto Venture Group (TVG)
www.tvg.org
see page 27 of the Resource Guide

Types of Financing
albertabusiness.com/books/financing/twod.html
Discussion about venture capital and the types of financing a business can have.

Export Assistance

Canada-Ontario Export Forum
napoleon.ic.gc.ca/ontario_region/itc/events.nsf
Provides a calendar of export events. Information can be searched by event type, country/region/organization, etc.

Canadian Commercial Corporation (CCC)
www.ccc.ca
See page 29 of the Resource Guide.

Canadian Environment Industry Association
www.ceia-acie.ca/english/index..html
The CEIA has developed a number of resources/committees to help increase export sales and to contribute to increasing Canada's share of the global environment market.

The Canadian International Development Agency (CIDA)
www.acdi-cida.gc.ca
See page 29 of the Resource Guide.

Department of Foreign Affairs and International Trade (DFAIT)
www.dfait-maeci.gc.ca
See page 30 of the Resource Guide.

Export Development Corporation (EDC)
www.edc.ca
See page 31 of the Resource Guide.

Export Readiness Diagnostic
www.infoexport.gc.ca/section2/diagnos-e.asp
This site contains software that will help you test your company's export readiness for a new foreign market. Software is available for product and service sector firms. The software can be downloaded free of charge.

ExportSource
exportsource.gc.ca
See page 30 of the Resource Guide

IFInet
www.dfait-maeci.gc.ca/menu-e.asp
See page 30 of the Resource Guide

Industry Canada
strategis.ic.gc.ca/engdoc/main.html
See page 32 of the Resource Guide.

InfoExport
infoexport.gc.ca
See page 30 of the Resource Guide

International Business Opportunities Centre (IBOC)
www.dfait_maeci.gc.ca/iboc-coai
See page 32 of the Resource Guide.

Latin Export
www.latinexport.com
This site contains a comprehensive database of exporters from the Mercosur region of Lation American – Brazil, Argentina, Bolivia, Chile, Paraguay and Urguay. It includes information such as trading firms, service companies and industry associations.

New Exporters to Border States Program (NEBS)
www.dfait-maeci.gc.ca/english/GEO/USE/nebcal-e.htm
Provides information on any NEBS, NEBS Plus or Reverse NEBS Missions (e.g., date, location, type of activity and contact person).

Program for Export Market Development
www.infoexport.gc.ca/section2/export_menu-e.asp
See Page 34 of the Resource Guide

QuickLinks
www.exportingcanadaonline.com/MainMenu/QuickL/
Provides a "plug-in" to the World Marketplace including Western Europe, Eastern Europe, Middle East & Africa, Asia Pacific and North America.

Welcome to Europa
www.europa.eu.int/index-en.htm
This site provides some of the most up-to-date information on the European Union.

WIN Exports
www.infoexport.gc.ca/section2/winexp-e.asp
See page 34 of the Resource Guide

General Business Information

Alliance of Manufacturers & Exporters Canada
www.palantir.ca/the-alliance
See page 36 of the Resource Guide.

American Express – Small Business Exchange
www6.americanexpress.com/smallbusiness
The site provides information and resources related to business planning, financing, exporting and day to day management.

Arthur Andersen – What are best practices
www.arthurandersen.com/homepage.asp
Provides the global best practices website, where you can compare your business practices to best known business practices.

Canada Business Service Centre
www.cbsc.org/ontario/index.html
Provides information related to business plans, market research, basic lending criteria.

Canadian Environment Industry Association – EBNet Search Engine
www.maracomm.com/htdig/serach.html
This site provides a search engine that provides users with immediate access to environment industry information from across Canada.

Dun and Bradstreet – The Challenges of Managing a Small Business
www.dbisna.com/sbs/hsbs.htm
Discussions between groups of small business owners revealed ten common challenges faced by small business owners.

Dun & Bradstreet – Products & Services
www.dbisna.com/prods_svcs/directory.htm
Provides market profiles for a number of countries.

Edge On-Line- The Small Business Solution Source
www.edgeonline.com
This online magazine provides articles on managing and growing a business. This site, in general, provides online introduction tools to assist in managing a business, a resource library of links to small business and resources on the Internet and a forum to discuss and exchange business ideas.

The Environmental Industry Virtual Office – Ontario
VirtualOffice.ic.gc.ca/on/index.htm
See page 37 of the Resource Guide.

KPMG
www.kpmg.net/home/content.asp
This site provides information related to IT management, strategic partnerships, and preparing for the European Union.

Management Institute for Environment & Business
www.wri.org/meb
MEB seeks to demonstrate and communicate to the business community the opportunities for sustainable development.

Ontario Ministry of Economic Development, Trade and Tourism – A Sound Approach to Setting up your Own Company
www.cbsc.org/ontario/starting/main.html
The site provides information on regulations, registration, incorporations and licences, taxation, patents, trade-marks, industrial designs and copyrights and labour regulations.

Ontario Waste Materials Exchange
www.owe.org/
See page 38 of the Resource Guide

PricewaterhouseCoopers
www.pwcglobal.com/ca/eng/ins-sol/online-sol/index.html
This site contains a database (Tax_iQ) that gives you access to current tax information.

Reference Canada Telecentre
canada.gc.ca
See page 38 of the Resource Guide.

Revenue Canada – Guide for Canadian Small Business
www.rc.gc.ca/~paulb/rc4070/english/rc4070e1.htm
Provides information on the most common tax situations. Written in plain language.

Shareholder Agreements
www.islandnet.com/~wwlia/ca-sha.htm
Narrative of importance and common terms of a shareholder agreement.

Statistics Canada – Business and Labour Market Analysis
www.statcan.ca
The Business and Labour Market Analysis Program conducts analysis and data development in business/industry and the labour market. Provides an assessment of Canada's current economic conditions. Statistics Canada also maintains information on capital and operating expenditures made by the business sector, as well as by governments. It is part of the National Database on the Environment Industry.

Strategis – Industry Canada
strategis.ic.gc.ca
See page 39 of the Resource Guide.

Strategis – Business Information by Sector
strategis.ic.gc.ca/sc_indps/engdoc/homepage.html
Provides menu-driven access to business information by sector of the Canadian economy.

Strategis – Business RoadMaps
strategis.ic.gc.ca/SSG/mi05663e.html
This site provides an information guide to help you navigate around government and also inform you of services, programs and regulations.

Strategis – Canadian Industry Statistics
strategis.ic.gc.ca/sc_ecnmy/sio/homepage.html
Provides an analysis of Canadian industry trends in production, investment, research & development, employment and trade. It also includes comparative U.S. analysis where data exists.

Strategis – Canada's International Business Strategy
strategis.ic.gc.ca/sc_mrkti/ibin/engdoc/1d1.html
Provides background information on Canada's environment industry sector that could be incorporated into a business plan.

Strategis – Canadians Harnessing The Power of Partnerships
strategis.ic.gc.ca/SSG/mi008553e_pr201.sgml
The Canadian Business Networks Coalition offers a state of the art model for encouraging business collaboration among Canada's SMEs.

Strategis – Common Sense Guide to Running Your Own Business
strategis.ic.gc.ca/SSG/mi06298e.html
Provides a summary of John Aylen's 'The Common Sense Guide to Running Your Own Business'.

Strategis – Diagnostic and Benchmarking Tools
strategis.ic.gc.ca/sc_mangb/strategy/engdoc/main.html
Gives you tools to identify the strengths and weaknesses of your firm, offers diagnostic and benchmarking training and directs you to other relevant sources.

Strategis – International Business Opportunities, Trade, and Investment
strategis.ic.gc.ca/sc_mrkti/engdoc/homepage.html
Assess market and business opportunities in International markets.

Strategis – Network with other Businesses
strategis.ic.gc.ca/cgi-bin/dec/wwwfetch?/sgml/mi00855e_pr201.sgml
Strategic alliances are fast becoming a key business tool in the 1990s for small and medium-sized companies working together to boost their bottom line.

Strategis – Sector Competitiveness Frameworks Series
strategis.ic.gc.ca/sc_indps/sectors/engdoc/scf_hpg.html
Provides an overview and prospects analyses of each sector's current position, identifies critical issues, etc.

Strategis – Starting a Small Business in Ontario
www.cbsc.org/ontario/starting/
Provides information on issues related to business starts – legal, regulatory licenses, taxation, and intellectual property.

Strategis – Steps to Competitiveness
strategis.ic.gc.ca/sc_indps/service/engdoc/steps.html
This site contains interactive management and diagnostic tools geared to the issues and needs of small and medium-sized growth oriented service firms.

Strategis: Your Guide to Government of Canada Services and Support for Small Business
strategis.ic.gc.ca/smeguide
This guide lists the Government of Canada Services and Support for small business and Federal Government programs to help your business.

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READER RESPONSE FORM

PLEASE TEAR HERE

We value your comments.

By completing this form you will help us to increase our understanding of how we can best utilize resources and reduce costs.

Did you find the Resource Guide of value to your business or operation ?

What part(s) of the Resource Guide did you find most useful ?

Were there organizations listed which you were not previously aware of ?

Are there areas in the Resource Guide that we can improve ?

Any other comments you wish to share ?

RESPONDENT'S NAME :

COMPANY :

ADDRESS :

PHONE NUMBER :

Please fax this Reader Response Form or mail to:

Ontario Ministry of the Environment
Green Industry Office
135 St. Clair Avenue W., 5th Floor
Toronto, Ontario M4V 1P5

Fax: (416) 314-7919

Attn: Nora Gurland
Tel: (416) 314-7912